

TransLink® Management Group/TransLink® Operating Group

Strategic Business Planning

WORKSHOP EXECUTIVE SUMMARY

On December 1, 2008 the TransLink® Management Group (TMG) and the TransLink® Operating Group (TOG) participated in a workshop as a first step to develop a Strategic Business Plan for the continued implementation, on-going operation, and governance of the Program. The meeting was held at the Port of San Francisco. Participants in the session included:

- San Francisco Municipal Transportation Agency (SFMTA): Nathaniel P. Ford, Sr. (TMG Chair) and Carter Rohan (TOG)
- Golden Gate Bridge, Highway and Transportation District: Celia Kupersmith (TMG Vice Chair) and Joe Wire (TOG)
- Bay Area Rapid Transit (BART) District: Dorothy Dugger (TMG), Tom Parker, and Larry Kozimor
- Metropolitan Transportation Commission (MTC): Steve Heminger (TMG), Melanie Crotty (TOG), and Scott Rodda
- San Mateo County Transit District (SamTrans): Michael Scanlon (TMG) and Gigi Harrington (TOG)
- Santa Clara Valley Transportation Authority (SCVTA): Michael Burns (TMG)
- Tri-Delta (representing the General Members): Jeanne Krieg (TMG)
- AC Transit: Lewis Clinton (TOG) and Dan Lillin
- Consortium Advisor (Booz Allen Hamilton): Jannet Thoms, Janet Gallegos, Ruben Cabrera, Shreya Shah, and Cyndy Pollan
- City of San Francisco Attorney: Robin Reitzes

The stated purpose of the Workshop was to consider how best to prepare for TransLink® operations; define the Consortium's role and responsibilities in TransLink®'s future; identify governance models and organization structures best suited to efficient and effective operations; and to develop the future vision for TransLink®.

In order to provide context and background, Mr. Burns provided the history and accomplishments of the TransLink® Program which included the development of cost and revenue sharing formulas, budget approval and resource allocation; collaborative decision making; and identification of common interests and issues; and work on technical issues. It was noted however, that the consortium was unable to influence contractor performance sufficiently.

Following was a discussion of lessons learned from implementations already completed at both Golden Gate Bridge, Highway and Transportation District and AC Transit. Key lessons included the impact that the TransLink® program has across the agency, the need for regular communications within the agency, and the difficulties of the contractor performance. In addition, SFMTA provided some initial lessons learned from their initial soft launch; key lessons

included on time training and the need for clear consistent, and ongoing communications to both customers and agency staff.

The results of stakeholder interviews were provided to the group. A series of interviews were conducted with TMG members or designated staff. The interviews probed a number of areas around the TMGs roles, strengths and weaknesses, upcoming challenges, and future opportunities. The interviews revealed that:

- The TransLink® vision and mission are not clearly understood to everyone
- The mission and vision need to be defined and agreed upon in order to move forward
- Trust is building among the TMG members
- Contractor performance has overshadowed the project
- The Consortium needs to adapt as the project transitions from implementation to operations
- The Committee structure needs to be revisited to address changing needs of the program
- Challenges include tackling regional fare policies, balancing technology updates with new roll outs, resolving operational issues.
- Agency staff must be empowered, the member agencies must consider overall benefit to the Program as well as individual agency needs.

The existing TMG governance model was discussed, along with different options for consideration as a future model. TMG members agreed that different governance models should be considered to address both difficulties with the existing structure, but also to provide added flexibility and agility as the program moves into an operational mode. It was acknowledged that similar models have been considered as part of TransLink's history, and that earlier findings should be re-examined in light of today's environment.

The development of a Strategic Plan including a vision statement, mission statement, and guiding principles were recommended as tools to facilitate the ongoing operation of TransLink®. Proposed vision and mission statements were brainstormed, with an agreement to revisit and finalize the statements as next steps. It was agreed that a Strategic Business Planning Committee should be established to represent the TMG in the development of the Strategic Business plan. The committee will meet regularly and report back to the TMG as the process unfolds. TMG members will provide names of representatives for the committee.